

EDITED TASK LISTING

CLASS: STAFF SERVICES MANAGER II

NOTE: Each position within this classification may perform some or all of these tasks.

1.	Plan, supervise, direct, and oversee the work activities of subordinate employees
2.	Assign and delegate work to subordinate employees.
3.	Provide equitable assignment of work tasks throughout the work unit.
4.	Establish consistent performance standards and expectations throughout the work unit.
5.	Implement consistent performance standards and expectations throughout the work unit.
6.	Monitor work of subordinate employees to ensure that it meets quality, quantity, and timeliness standards.
7.	Follow up on the results of staff work assignments and projects.
8.	Set up controls to ensure the timely completion of staff work projects.
9.	Provide challenging work assignments to employees in order to develop employee expertise and maintain employee interest in the job.
10.	Encourage and support subordinate employees in taking responsible risks to develop improved or innovative solutions to work-related problems.
11.	Recognize the efforts and accomplishments of staff and appropriately celebrate employee achievements.
12.	Reinforce and reward contributions, accomplishments, and positive performance by subordinate employees.
13.	Document employee performance for coaching, counseling, and disciplinary activities.
14.	Complete employee performance evaluations and probationary reports (indicating accomplishments, performance goals, and areas of improvement).
15.	Provide coaching to subordinate staff relating to the tasks of the job to improve performance and productivity.
16.	Resolve performance problems by planning and implementing measures to improve employee performance.

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17.	Determine the need for appropriate disciplinary action for employees in the work unit.
18.	Recommend appropriate disciplinary action for employees in the work unit.
19.	Apply appropriate disciplinary action to employees in the work unit.
20.	Conduct interviews with candidates for employment, and hire new employees into the work unit or division.
21.	Interpret provisions of collective bargaining agreements to ensure compliance in the course of supervising represented employees.
22.	Administer provisions of collective bargaining agreements to ensure compliance in the course of supervising represented employees.
23.	Support awareness of and sensitivity to cultural differences.
24.	Direct the work activities of a diverse workforce, which includes cultural, race, and gender diversity, as well as other individual differences amongst individual subordinate staff members.
25.	Promote the department's equal employment opportunity policies and practices in making hiring decisions and employment decisions.
26.	Develop policies and procedures to provide for the effective operation of the work unit or division.
27.	Monitor the use and application of work unit and departmental policies, procedures, and guidelines to ensure that work assignments and projects are completed in compliance with such standards.
28.	Plan for the efficient use of personnel and resources to complete assigned projects.
29.	Establish goals and objectives for the work unit or division.
30.	Analyze and evaluate the level of service provided to customers/clients by the work unit or division.
31.	Involve subordinate employees in planning work activities to accomplish project or program goals and objectives.

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32.	Involve subordinate employees in establishing timelines and due dates for the completion of work assignments and projects.
33.	Involve subordinate employees in identifying resources needed to accomplish project or program goals and objectives.
34.	Shift priorities, staff, and resources to maximize the productivity and/or effectiveness of the work unit.
35.	Resolve conflicting priority requests for services and/or products provided by the work unit by providing effective oversight and planning of work unit activities and work with customers to achieve workable plans of action and commitments for service.
36.	Conduct team-building sessions with work unit or division staff in order to establish and ensure a cohesive and productive staff.
37.	Promote positive, cooperative, professional working relations among staff.
38.	Resolve disagreements and conflicts between staff members in order to achieve a harmonious, productive staff.
39.	Introduce changes in the work unit in a positive manner.
40.	Respond to changes in the work unit in a positive manner.
41.	Conduct training needs analyses to determine the level and type of training needed by subordinate staff.
42.	Provide on-the-job training to staff relating to the tasks of the positions in the work unit or division.
43.	Provide classroom training to staff relating to the tasks of the positions in the work unit or division.
44.	Identify formal training classes and seminars available for staff development.
45.	Assist in the development of the annual budget for the work unit or division.
46.	Develop the annual budget for the work unit or division.
47.	Administer the annual budget for the work unit or division.

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48.	Identify and propose position, equipment, and supply order changes within the work unit or division.
49.	Oversee the implementation of new and/or revised programs.
50.	Implement new policies, procedures, business processes, and programs, ensuring appropriate staff training and overall planning to minimize disruption to staff.
51.	Adapt plans and schedules to meet changing priorities of work objectives, personnel, resources, and/or workload demands.
52.	Determine and establish priorities and service levels for staff in order to meet both long-term objectives and the short-term demands of the work unit.
53.	Oversee the application of established priorities and service levels for the work unit or division.
54.	Manage projects ensuring that end products or services are delivered on schedule and within the established budget.
55.	Perform long-term planning of program activities to ensure the goals and objectives of the work unit or division are achieved.
56.	Perform short-term planning of program activities to ensure the goals and objectives of the work unit or the division are achieved.
57.	Identify opportunities for collaboration and cooperation with other units, sections, and divisions.
58.	Represent the work unit at meetings with executive management.
59.	Prepare reports summarizing the findings and conclusions of a study or a program/policy analysis.
60.	Prepare statistical reports and summaries for management on issues related to departmental programs and services.
61.	Read and comprehend reports, memos, manuals, and other job-related materials and documents to determine effect on work unit operations and staff.

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62.	Review and analyze manuals, policies, regulatory requirements, etc., that affect work unit operations to determine impact on unit operations and staff.
63.	Review and analyze proposed legislation to determine its impact on departmental programs and/or policies.
64.	Advise management on the impact or potential impact of proposed legislation.
65.	Implement provisions of chaptered legislation to ensure compliance by the department.
66.	Develop survey instruments designed to assess the impact or effectiveness of programs and/or policies.
67.	Analyze the results of survey instruments used to assess the impact or effectiveness of programs and/or policies.
68.	Negotiate with vendors and service providers over delivery dates, price, and the resolution of problems.
69.	Monitor the performance of contractors, consultants, and vendors to ensure that desired level of service is provided.
70.	Identify potential risks to the department in the completion of work assignments and projects.
71.	Develop strategies to mitigate potential risks to the department in the completion of work assignments and projects.
72.	Identify potential risks to work unit operations that would impact the delivery of completed work unit projects, program deliverables, or products/services.
73.	Develop strategies to mitigate potential risks to work unit operations to ensure minimal impact to work unit deliverables.
74.	Identify recovery plans and contingencies in response to risks or problems with work assignments and projects.
75.	Implement recovery plans and contingencies in response to risks or problems with work assignments and projects.

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76.	Identify problems and issues relating to work unit or division programs, procedures, business processes, and/or policies.
77.	Analyze and evaluate problems and issues relating to work unit programs, procedures, business processes, and/or policies.
78.	Develop solutions for problems relating to work unit programs, procedures, business processes, and/or policies.
79.	Assist staff in developing solutions to problems and issues relating to work unit programs, procedures, business processes, and/or policies.
80.	Follow-through on and resolve client complaints or problems related to program issues.
81.	Resolve problems with vendors or service providers over the delivery of goods and services.
82.	Resolve business process issues related to the use of new computer systems.
83.	Identify data needed to address issues, make decisions, or complete work assignments and projects.
84.	Collect data needed to address issues, make decisions, or complete work assignments and projects.
85.	Analyze data needed to address issues, make decisions, or complete work assignments and projects.
86.	Identify and make appropriate decisions from a variety of alternative solutions.
87.	Recognize the ramifications and possible impact of decisions and/or actions in an effort to determine the least disruptive and most appropriate course of action.
88.	Anticipate future consequences of present decisions and courses of action.
89.	Involve subordinate staff in the decision-making process to achieve support for decisions.
90.	Communicate department goals and priorities to subordinate staff.

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91.	Develop a system of communication to keep subordinate staff informed of important department, division, or work unit issues.
92.	Monitor and report on activities, projects, and issues of interest to management.
93.	Apprise management of status and progress of work unit operations, including the delivery of products and services and issues or problems with potential impact on the completion of work assignments or the meeting of departmental and work unit goals and objectives.
94.	Represent the work unit or division in meetings to develop new systems or business processes.
95.	Serve as liaison between department and other State agencies to resolve or address problems or issues.
96.	Conduct meetings with subordinate employees to communicate information that is necessary for job performance (and/or discuss and resolve issues pertinent to the work unit).
97.	Conduct meetings with departmental employees or other employees from State agencies which achieve desired outcomes or objectives.
98.	Interpret and explain departmental policies, procedures, rules, and/or practices to employees, the public, vendors, or other organizations.
99.	Interpret and explain laws and/or regulations affecting departmental and/or work unit operations to employees, the public, vendors, or other organizations.
100.	Make presentations to employees and management, on issues related to departmental programs and services.
101.	Make presentations regarding work unit issues at public meetings and/or hearings.
102.	Interact with frustrated, angry, or otherwise, emotional individuals in person.
103.	Interact with frustrated, angry, or otherwise emotional individuals over the telephone.
104.	Prioritize work assignments and in-basket materials to ensure completion within established timeframes and by expected deadlines.

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105.	Establish a course of action for self and/or subordinate staff members to accomplish specific goals.
106.	Implement existing departmental and/or work unit programs and processes to accomplish the goals and objectives of the work unit.

*All of the listed tasks were identified as "essential" for the Staff Services Manager II classification through the 2001 job analysis.